The image features two large, thick black L-shaped brackets. One is positioned in the top-left corner, and the other is in the bottom-right corner. They are oriented towards each other, framing the central text.

IMPLICIT BIAS

Defining Implicit Bias

Implicit bias refers to the *attitudes* or *stereotypes* that affect our understanding, actions, and decisions in an *unconscious* manner

As opposed to explicit bias, which are attitudes held at a *conscious* level

Blair, 2002; Rudman, 2004; Staats & Patton, 2013

“If you can read this paragraph, it’s because our minds are very good at putting together pieces of information in a way that is easy for us to make sense of. Our minds do this automatically, without our conscious control.”

List the five people in your inner circle



Defining Implicit Bias

The implicit associations we hold arise outside of conscious awareness; therefore *they do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse.*

-Kirwan Institute

Red

Blue

Orange

Brown

Blue

Orange

Red

Brown

Brown

Green

Red

Orange

Red

Brown

Orange

Red

Defining Implicit Bias

- Implicit biases are **pervasive**. Everyone possesses them, even people with avowed commitments to impartiality such as judges.
- Implicit and explicit biases are **related but distinct mental constructs**. They are not mutually exclusive and may even reinforce each other.
- The implicit associations we hold **do not necessarily align with our declared beliefs** or even reflect stances we would explicitly endorse.
- Implicit biases are **malleable**. Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of debiasing techniques.

Defining Implicit Bias

Much of the literature suggests that these biases, which encompass both *favorable and unfavorable assessments*, are activated unconsciously, involuntarily and/or without one's awareness or intentional control.

-Kirwan Institute

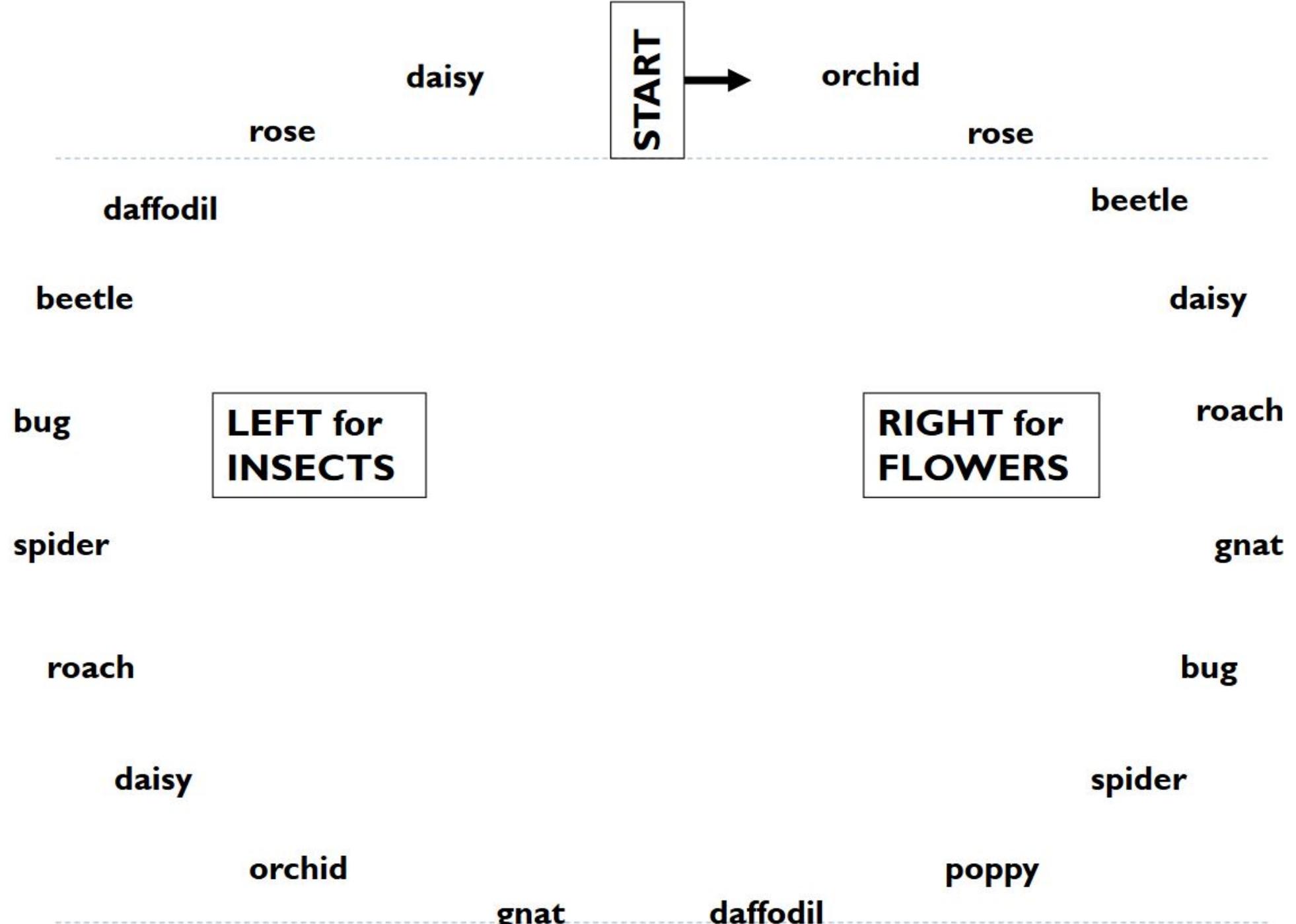
Where did the bias go?

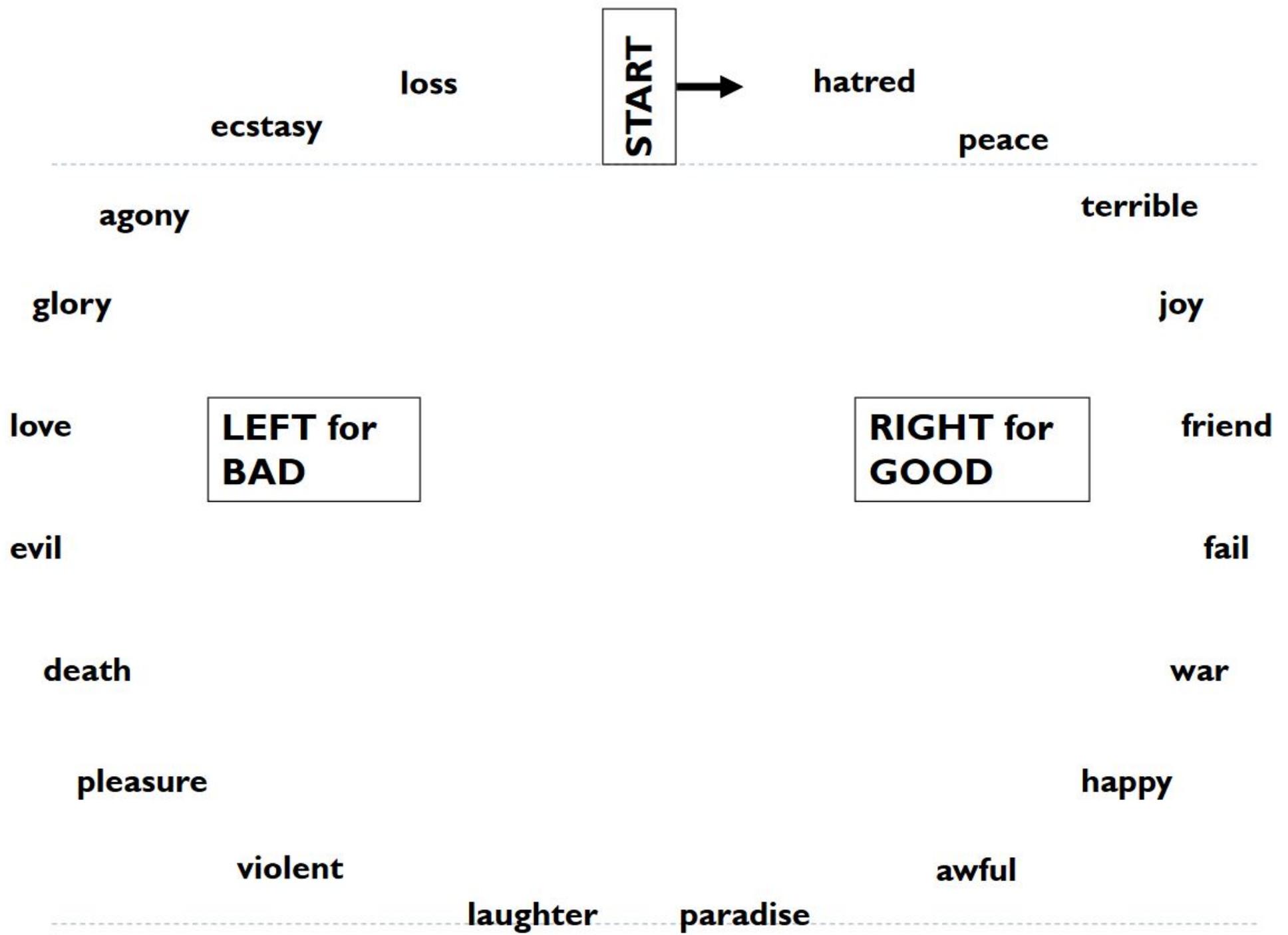
“a clear majority of Americans were telling pollsters in the early 1980s... that they opposed race discrimination in nearly all its forms... there is no reason to believe that most of them were lying”

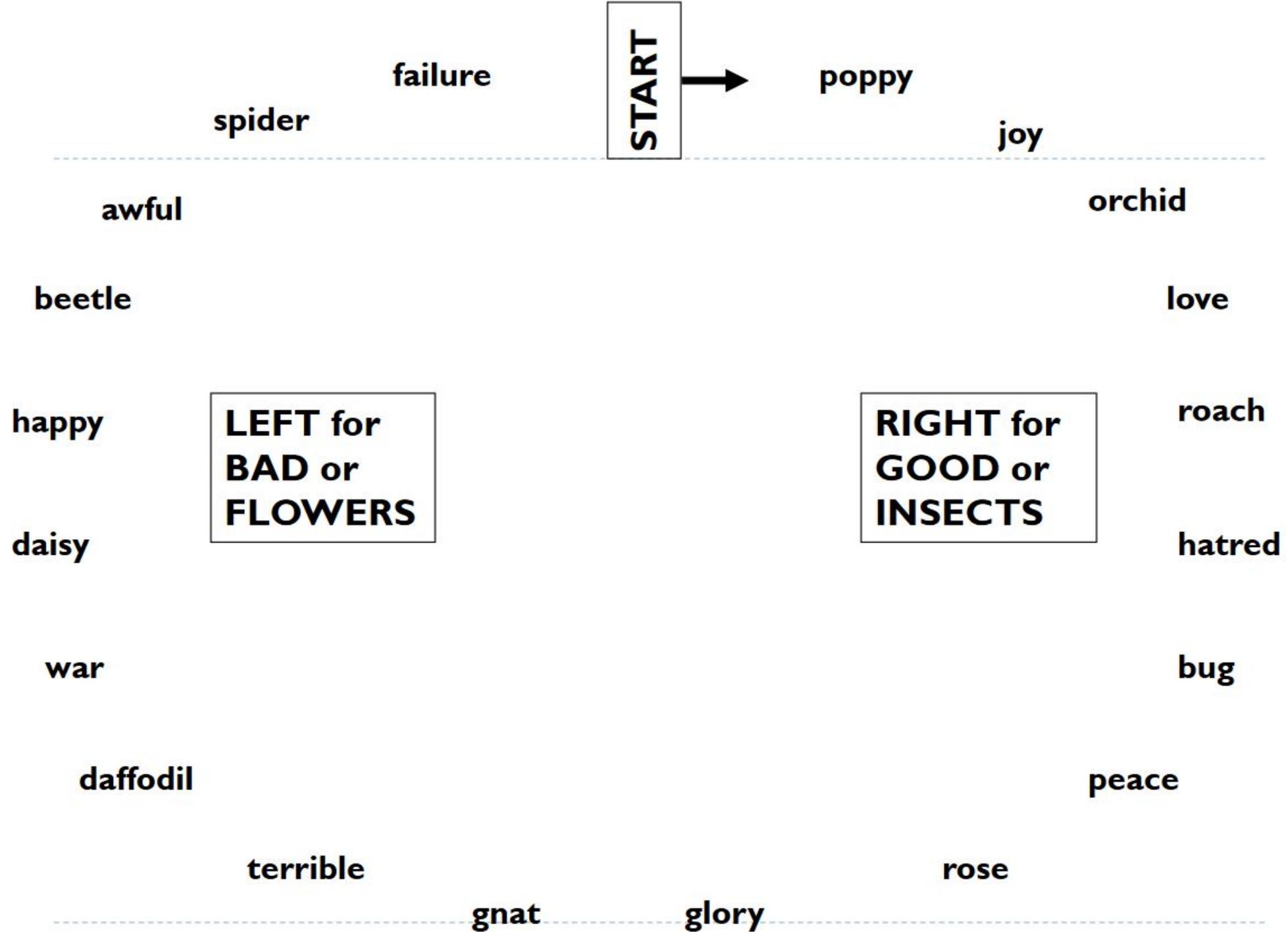
(Michelle Alexander, 2010)

The Implicit Association Test

An indirect way to measure social attitudes, that does not depend on self-reporting, the IAT is an association test that is based off the idea that making a response is easier when closely related items are on the same key







Impact of Implicit Bias

“Biases that we do not acknowledge but that persist, unchallenged, in the recesses of our minds, undoubtedly *shape our society*”

-Rudman, 2004

Impact of Implicit Bias

In a 500,000 participant study, Nosek et al., 2009 showed that 70% of participants associated science with male and that this measure of implicit gender stereotypes predicted the achievement gap in science among 8th graders



The IAT also predicted

- Voting Decisions (Acruri et al., 2008)
- Quality of Medical Care (Green et al., 2007)

In fact, research has show that implicit biases are *better predictors of behavior* than explicit biases that are self reported (even when negative biases are self-reported!)

(Agerstrom & Rooth, 2011; Hehman et al., 2017)

People aren't just hiding their true beliefs

We hold these negative implicit attitudes even about groups whose identities we share

The Kirwan Institutes IAT data has indicated that about 80% of white Americans have anti-black implicit bias, but so do about 40% of African-Americans.

Where do Implicit Biases come from?

- Social Media
- Observance of disparities between social groups
- Personal experience



A young man walks through chest deep flood water after **looting** a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

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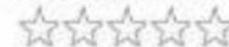
AFP/Getty Images - Tue Aug 30,
3:47 AM ET

Two residents waded through chest-deep water after **finding** bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)

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We see difference, and Subtle social conditioning tries to tell us why

And personal experience can confirm or challenge our beliefs.



Implicit Bias is socially self-sustaining

Student Race and Gender	Emails Ignored		Meetings Denied	
	%	% Increase Relative to Caucasian Males	%	% Increase Relative to Caucasian Males
Caucasian Male	26.5%	N/A	52.4%	N/A
Caucasian Female	29.8%	12.5%	52.9%	1.1%
Black Male	32.5%	22.6%	61.3%	17.0%
Black Female	34.4%	29.8%	60.0%	14.6%
Hispanic Male	36.9%	39.2%	58.2%	11.1%
Hispanic Female	27.1%	2.3%	55.7%	6.3%
Indian Male	41.8%	57.7%	68.2%	30.2%
Indian Female	37.7%	42.3%	67.9%	29.7%
Chinese Male	36.7%	38.3%	66.8%	27.6%
Chinese Female	46.9%	77.0%	62.9%	20.2%

- It impacts whose emails we respond to (Milkman, Akinola, & Chugh, 2012)
- What level we expect people to perform at (van den Bergh et al., 2010)
- Who we are comfortable teaching (Jacoby-Senghor et al., 2009)

Implicit Bias and the Hiring Committee

- In a study where both CVs were exactly the same, the male applicant was rated better in all categories. This pattern held true for both men and women reviewers (Steinpreis et al., 1999)
- Female applicants productivity score had to be significantly higher to receive the same peer review application as a male (Wennerås and Wold, 1997).

John vs. Jennifer

John Aitken
E-Mail: john@aitken.me
Tel: 501-872-2516

Academic Details

2011 - **Bachelor of Fine Arts**
Cornell University, New York, NY

Work Experience

Date of Joining: 2017 to present
Post: Senior Art Director
Organization: FCB Global, New York City, NY
The scope of work: Supervise multi-functional project teams of 16+ colleagues to develop creative and effective advertising concepts, from ideation through final projects. Incorporate and explore client suggestions and directives, resolve questions and concerns, oversee objections. Organize all creative assets to ensure their smooth transition to other departments. Commission artwork, negotiate pricing and usage, oversee completion of artwork, supervise photo shoots, review sketches from photographers.

Date of Joining: 2014 to 2017
Post: Assistant Art Director
Organization: Acne Design, Newark, NJ
The scope of work: Facilitated team meetings for a project to increase revenue for e-commerce clients. Resolved client's sales by 33% in 6 months. Developed multiple concepts for assigned products in partnership with senior copywriters and the account team. Directed photographers, illustrators, designers and production staff to ensure proper production of campaign elements.

Date of Joining: 2011 to 2014
Post: Graphic Designer
Organization: SUNY Downstate Medical Center, Brooklyn, NY
The scope of work: Facilitated

Skills

- Graphic Design Software: Illustrator, Photoshop, InDesign, FreeHand, Corel Draw
- HTML/CSS
- Team Management
- Creative Problem Solving
- Proactive Listening and Communication

Awards

- 2018 Best Data Visualization Webby Award
- 2016 Lubliner Branding & Design Award

Conferences

- The 99U Conference, 2018; Led the "Storytelling with Visual Data" panel
- The American Institute of Graphic Arts (AIGA) Annual Conference, 2017

John Aitken
Senior Art Director
Phone: 502-272-2516
E-mail: john@aitken.me
www.johnaitken.co

Art Director with 12 years of experience in Graphic Design and 5+ years of experience in managerial creative positions. Won the 2018 Best Data Visualization Webby Award by Heuristics.com. Supervised the development of 200+ graphic design projects, meeting to job. The New York Times recognized the creation of visually engaging infographics that satisfy the demands of your readers and amplify the message of your organization.

Experience

2017 - **Senior Art Director**
FCB Global, New York City, NY

- Supervise multi-functional project teams of 16+ colleagues to develop creative and effective advertising concepts, from ideation through final projects.
- Incorporate and explore client suggestions and directives, resolve questions and concerns, oversee objections.
- Organize all creative assets to ensure their smooth transition to other departments.
- Commission artwork, negotiate costs and usage, oversee completion of artwork, supervise photo shoots, review sketches from photographers.

Key achievement: Shortlisted for the 2018 Webby Awards for creating an interactive healthcare portal. Heuristics.com.

2014 - **Assistant Art Director**
Acne Design, Newark, NJ

- Facilitated team meetings for a project to increase revenue for e-commerce clients. Resolved client's sales by 33% in 6 months.
- Developed multiple concepts for assigned products in partnership with senior copywriters and the account team.
- Directed photographers, illustrators, designers and production staff to ensure proper production of campaign elements.

Key achievement: Led the development and design of a customer site that won the 2016 Lubliner Branding & Design Award.

2011 - **Graphic Designer**
SUNY Downstate Medical Center, Brooklyn, NY

- Facilitated creative problem solving, and production with marketing collateral, newsletters, and logo design.
- Worked closely with the communications and marketing team to brainstorm creative concepts and generate headlines necessary to produce optimal promotional media.

Education

2011 - **Bachelor of Fine Arts, Cornell University, Cum Laude**
Ithaca, NY

Skills

- Graphic Design Software: Illustrator, Photoshop, InDesign, FreeHand, Corel Draw
- HTML/CSS
- Team Management
- Creative Problem Solving
- Proactive Listening and Communication

Conferences

- The 99U Conference, 2018; Led the "Storytelling with Visual Data" panel
- The American Institute of Graphic Arts (AIGA) Annual Conference, 2017

Awards

- 2018 Best Data Visualization Webby Award
- 2016 Lubliner Branding & Design Award

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Implicit Bias and the Hiring Committee

Which is more
important?

Book smarts or
street smarts?



Preventing Implicit Bias From Impacting decision making

- Recognize that you have bias
- Create a plan
 - *Have clear, fact based reasons for all decisions you make*
 - *Ask the right questions – avoid pre-judgment of facts in the creation of your questions*
 - *Make decisions in the right frame of mind*
 - *Hold each other and yourself accountable in a compassionate way*
 - *Be on the look out for common decision making short cuts that let implicit bias take the wheel*

Creating Criteria

- Make sure your criteria are fair and are actual indicators of success – Wightman 1998 showed that the LSAT and undergraduate GPA were not predictors of bar performance, but **Law School GPA was**
- An elite institution may not be as good of a predictor as the work that was done in the field after graduation
- Think critically about why a certain experience or quality has potential to make someone successful

Be on the look out for Short Cuts

- Cloning
- Snap Judgments
- Negative Stereotypes
- Positive Stereotypes
- Elitist Behavior
- Wishful Thinking
- Euphemized Bias



Create space and energy for decision-making

Judges have been shown to grant more parole requests immediately after meal breaks than before

(Danziger et al. 2011)



Making the Decision

- Avoid prematurely labeling any party as the “most credible” until you have done a credibility analysis
- Focus on specific facts when considering the credibility of someone’s statements – do not use sex stereotypes or myths about complainants or respondents to determine whether or not you think a statement is credible.
 - *For example, DO NOT assume that a respondent is less credible because “they have more on the line and have an incentive to lie.” Formal investigations and hearings are high stakes for ALL involved, not just one party or the other.*

Thank you!